

# **THE ROLE OF SUSTAINABLE HUMAN RESOURCES MANAGEMENT (SHRM) IN ENHANCING WORKPLACE DIPLOMACY ACCORDING TO THE SUSTAINABLE HOLISTIC MODEL-AN ANALYTICAL STUDY OF A SAMPLE OF WORKERS AT TIKRIT TEACHING HOSPITAL/SALAH AL-DIN GOVERNORATE**

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## **Abstract**

The current research contributes to knowing the role of sustainable human resources management as an independent variable in promoting diplomacy in the workplace as a dependent variable according to the sustainable holistic model. One of the most important problems addressed is the extent of interest in sustainable human resources management in promoting workplace diplomacy according to the sustainable holistic model. Accordingly, a group was launched. Among the priority and secondary hypotheses in order to develop solutions to clarify the relationships between the research variables, and for this purpose, the questionnaire was adopted and selected in order to investigate and collect the necessary data to obtain the most accurate results, and thus it was adopted in order to monitor and choose the most important facility in life, which is the field of health in the Salah Health Department. Al-Din / Tikrit Teaching Hospital, where the research sample consisted of (89) employees. The data was analyzed using statistical software (Amos v.26).

One of the most important conclusions reached by the research is the presence of a strong moral correlation and a statistically significant moral effect between the role of sustainable human resources management as an independent variable in promoting diplomacy in the workplace as a dependent variable according to the sustainable holistic model. The research came out with a set of recommendations, the most important of which is providing

comprehensive support for the role of human resources. Sustainable efforts to enhance diplomacy in the workplace.

**Keywords:** sustainable human resources management, workplace diplomacy, holistic model.

## **Introduction**

In light of globalization and spatial, population and demographic changes, as well as in light of the green sustainable environment and in light of the complex economy based on knowledge, intelligent exploitation, and focus on the use of diplomacy in the workplace, our organizations have faced an overwhelming wave of challenges that represent a storm force facing some organizations. Workers in the workplace must Organizations receive this wave with all their energies according to specific models that coordinate in order to achieve a balance between organizational processes and the desires of employees in the effective organization. This readiness requires human resources capable of adapting to environmental outcomes. Business organizations today, whether governmental or private, face many changes and developments that have been imposed on them. To rely heavily on its capabilities of sustainable human resources and invest and direct it in a way that enables it to deal with these changes and increase the role of human resources management in improving the performance of the organization as a whole

Diplomacy in the workplace is represented as an essential tool for participating in negotiations and mitigating some of the risks affecting the effective organization. This is used to reduce risks and conflicts and strengthen relations between employees, which has a significant impact on making the necessary decisions for successful management according to the comprehensive model, which includes four stages. An important developmental development that was developed according to inputs by the scientist (De Prins, 2011), which was developed according to the framework of sustainable human resources management (SHRM).

The first section research methodology)

### **First: the research problem**

Today's organizations are witnessing a major problem and issue as a result of changing environmental conditions and awareness, which has forced organizations to consider adopting the administrative concept in order to confront these problems and challenges. Among the most important concepts is sustainable human resources management.

The research problem was launched by paying attention to sustainable human resources through diplomacy in the workplace, and thus the researched problem was represented by presenting the following question (Can the researched organization and its employees have the effective and prominent role that sustainable human resources exercises and in promoting diplomacy in the workplace according to the holistic model? A group is crystallized from that. Among the questions are:

1- What level has the researched organization set to adopt attention to variables, sustainable skin resource management, and diplomacy in the workplace according to the holistic model?

2.Is there a strong correlation between sustainable human resources management and enhancing diplomacy in the workplace according to the holistic model?

3.Is there an impact of sustainable human resources management on workplace diplomacy according to the holistic model?

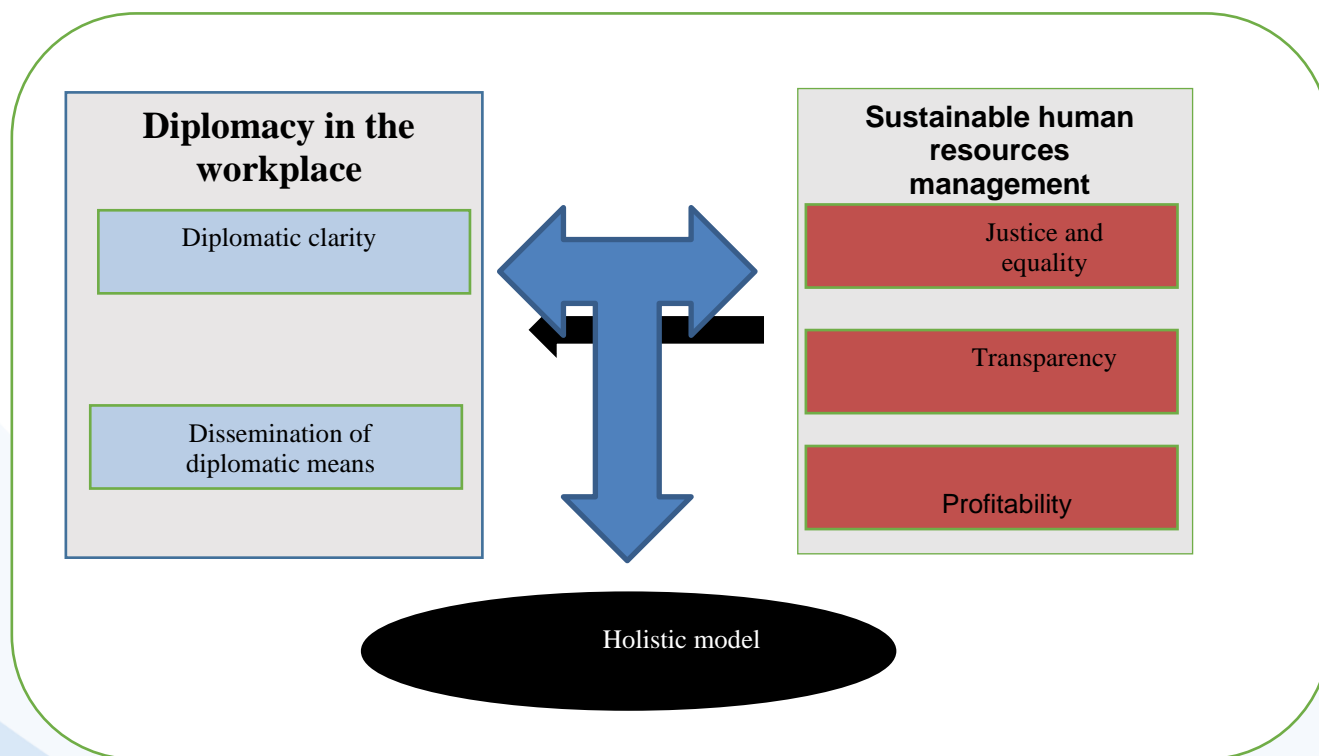
### Third: Research objectives

1.Spreading full awareness of the importance of awareness of sustainable human resources management and its role in enhancing diplomacy in the workplace through the model in the researched field.

2.Being able to identify the relationship, influence and connection between the main research variables in order to delve into and interpret them.

3.Reaching a conclusion and developing proposals to address them and future recommendations in order to support the management of the ailment of the researched organization in order to provide comfort to bedridden patients.

4. The hypothetical form of the study sample research: To facilitate reaching the optimal solution for the researched results, the researcher prepared the following chart in order to reach the dimensions of the study and challenge the problem, where the first main variable includes its dimensions of (transparency, justice, equality, profitability). As for the dependent variable, diplomacy in place The work represented by the following dimensions (clarity of diplomacy, dissemination of diplomatic means) is influenced by the nature of the relationship between them and the comprehensive model of sustainable human resources management.



The first axis/theoretical approach to research

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Research hypotheses developed for discussion, the scientific approach to the problem:

**First:** The first hypothesis: - There is a statistically significant significant effect between sustainable human resources management and diplomacy in the workplace according to the comprehensive model of the sample studied.

**Second:** - The second hypothesis: - There is a strong, statistically significant correlation between human resources management and diplomacy in the workplace according to the comprehensive model of the sample studied.

**The first requirement: sustainable human resources management in terms of concept and dimensions**

) The management concept of sustainable human resources SHRM(1.

Human resources have developed and become structured. The results of developments are practiced by all organizations seeking to reach the highest peaks. They emerged after stages, the most important of which is the concept stage. This stage does not represent the only practices formally undertaken by resource management. As for the second stage, it is characterized by routine work and specific practices such as recruitment, selection, and training. It evaluates performance. As for the third stage, strategic human resources management. Here, practices are combined and integrated with each other and a human resources strategy is produced. As for the third stage, it is called the human resources stage as a basis for organizational sustainability, as it focuses on the element of sustainability, improving performance, innovation, diversity, and environmental management in order to achieve balance, justice, prosperity, and safety. Environmental( 11).

As for sustainability, it is defined as the ability to practice sustainability without interruption and for a long period of time, as sustainable human resources management highlights the value and efficiency of the human resource as a workforce in the future, as it increases the workforce and opportunities for organizational success.

Sustainable human resources management can be defined as that management that highlights achieving environmental balance inside and outside the organization and managing the human element in an optimal way, which involves removing routine and starting new procedures to achieve the desired goal.

Second: Dimensions of agile management of human resources (3).

1.Justice and equality: This means that sustainable human resources management must adhere to all laws, rules, regulations, ethical values, and all behaviors at work, and this represents the starting point for the work of sustainable human resources management, which is compliance with the environmental and institutional requirements of organizations. (1).

2.Transparency: refers to the extent of high commitment, such as recruitment, allocation of resources, development of capabilities, and compensation. It also indicates the best possible method and attention to possible quality, especially since this perspective reflects the long-term temporal dimension of human resources management. (10).

3.Profitability: This relates to organizational effectiveness and relates to proactiveness and long-distance thinking, as sustainable human resources managers stressed interest in profitability as a comprehensive element, which relates to the organization's vision and

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strategy, economic and environmental resources, and contribution to social responsibility in order to enhance the profitability of its organizations.(5)

The second request: - In the workplace, construction, importance and dimensions

First: The concept in the workplace (13)

One of the most important factors of negotiation and construction between organizations and working people, and it is worth mentioning the many influences on representatives, which also depend on sound means free of work reasons, which depend on organizing their methods, management representatives and their actions, and few conflicts and disputes between workers in the workplace and then between organizations and research organizations. The starting point appeared, seeing what is the principle of art and profession, and it encouraged organizations to face the difficulties from which they must be overcome. (10)

It is possible to determine what is in the workplace as one of the most important means necessary to deal with working individuals effectively in order to fulfill the managers' preference in work, in order to prepare the ground, cooperate without disputes, and deal with workers with respect and honesty in order to develop solutions to the crisis, and matters are based on tact and understanding and establishing a group of trust between workers. Developing relationships, and its role is highlighted when there are personal differences and conflicts between employees.

Second: Importance in the workplace

The importance of the work stems from the following (11)

- Identify the development of coordination, cooperation with others, and consensus between opposing parties.(9)
  - Filling and masking the suits of power and conflict in resolving diverse capabilities socially affecting a wide range of civilizational activities.
  - Reaching the time needed regarding the management of organizations and their voice
- Reaching global organizations of success cannot be ignored.
- Take into account environmental conditions and governmental cultural aspects.

Third: Dimensions of diplomacy in the workplace

1) Clarity of diplomacy: - It is represented by the extent to which organizations have a clear policy at the level of the organization and stems from how these relationships are established and the process of maintaining them and how there are formal written and unwritten formal rules for the transparency of the transfer of information (12)

2) Spreading the means of diplomacy: It reflects the importance and breadth of these relationships. Representatives must also indicate whether employees consider themselves representatives of the organization. Managers must apply a diplomatic method in the process, and leaders must demonstrate the value of work diplomacy to counterparts, managers, subordinates, customers, and employees.

The third requirement: - The comprehensive model

This model identifies four approaches to sustainable human resources management, which is based on the principle of effective use of intellectual capital in the organization, through which the organization can build a good strategy for environmental business. It includes four

(16) - :important approaches, which are as follows

- The psychological approach: This approach determines the balance between life and work, achieving a policy of respect between company members and customers, and operational needs. This is derived through the specific characteristics, behavior of the individual, experiences, special circumstances, environment, and profession.
- The social approach: - It is manifested through diversity management, which is known on a comprehensive scale through the multiplicity of cultural conditions of workers through the factors of gender and Iraq. The importance of diversity management stems from achieving the largest group for the sample studied and society. (7)
- Strategic approach: - It provides sustainable management with the ability to continuously compete, through which it achieves a basic long-term competitive advantage, which identifies human capital as an important factor in achieving a sustainable competitive advantage.
- The green approach: - In this case, implementing green policies in the organization increases the desire of employees to work and in order to create a competitive advantage to attract the competent human resource, which is the basis of the ability to compete economically and maintain environmental safety.(17)

Fourth requirement:-

The relationship between sustainable human resources management (SHRM) and diplomacy in the workplace according to the comprehensive model of resource management

The concept of sustainable human resources management has developed through three stages, which was represented by the people management stage, to reach green human resources according to the continuous changes in technology and the changing dynamic environment. It is necessary for organizations to be more effective and sustainable, which includes many effective activities and necessary processes with the aim of attracting, developing and retaining the human resource through The path of diplomacy, diversity management, and recruiting and attracting workers, taking into account compatibility with the organizations' future strategy and directions to be a source of strength. Sustainable, effective human resources management and its dimensions are achieving organizational goals efficiently and effectively, using a number of approaches, which is based on the holistic approach, which depends on the type of organization and the scope of work, in a way that is appropriate for diplomacy in the workplace, consistent with the internal and external environment and the size of the market.

The third section (the practical aspect of the research)

First: Clarifying the test of the influence hypotheses between the research variables: - This paragraph in Table No. (1) explains the test of the main influence hypothesis (there is a statistically significant effect of agile management of human resources on organizational brilliance) and the following sub-hypotheses emerge from it :



Table (1) Hypothesis testing

Tracks			Amount of effect	Standard error	Critical ratio	Moral percentage
Diplomacy in the workplace	<---	Sustainable human resources management	.754.	.063	19.999	***
Diplomacy in the workplace	<---	Justice and equality	.762	.036	15.420	***
Diplomacy in the workplace	<---	Transparency	.650	.044	13.970	***
Diplomacy in the workplace	<---	Profitability	.674	.032	16.306	***

Source: Amos v. 26 program outputs

Secondly, analyze the second hypothesis, which states that there is a correlation between sustainable human resources management and diplomacy in the workplace according to the comprehensive model of the sample researched: with the aim of identifying what the relationship is between sustainable human resources management and diplomacy in the workplace and in order to realize and verify the soundness of that hypothesis that was made. It was formulated according to the research problem and extended the validity of the hypothetical scheme, as the following hypothesis is explained according to the statistical program SPSS, according to the Spearman correlation coefficient, where its value reached ((0.69) and at the level of significance (0.05). It is a clear exploration of the extent of the strength of the relationship between the dependent and independent variables. The results of this have been shown. The relationship is that the more Tikrit Educational Hospitals in Salah al-Din Governorate increased their interest in the dimensions of sustainable human resources management, this contributed to extending the strength of commitment to their diplomacy in the workplace. It was shown through this presented result that this hypothesis was accepted in the sample studied according to the results of the table below.

Table (2) Correlation between the variable quality of work life and job satisfaction		
Moral	Quality of work life	Variables
0.000	0.69	Job Satisfaction

Source: Prepared by the researcher based on the results of the statistical program outputs, SPSS, 26

**The fourth axis (conclusions and recommendations)**

The table below can review the most important conclusions and recommendations and who will benefit from the research and its outputs

the beneficiary	Recommendations	Conclusions	Sequence
Higher Management	Senior management must provide support and support for all dimensions of human resources management towards applying the principle of sustainability in order to enhance diplomacy in the workplace .	Sustainable human resources management is considered the cornerstone and the turning point from the first stage of people management to the stage of sustainable environmental transformation to maintain the functions of resource management and its secondary activities	1
Higher Management	Providing the necessary information necessary to complete employee work quickly and at the appropriate time and making it available to all employees, as this contributes to completing work easily in an effort to raise the level of diplomacy in the workplace.	Diplomacy in the workplace represents the interface of the organization and its civilization, as it is considered a coordination tool for the success of organizations, especially health ones. It is a competitive tool to reduce the complexity in the activities and functions of organizations, and it is the foundation for applying sustainable human resources management.	2
Workers at middle levels	Adopting diversity management in all departments and divisions and removing all obstacles facing organizations in working in a sustainable environment	The researched organization achieved good and acceptable results from the results of diplomacy in the workplace through its dimensions (dissemination and clarity of diplomacy in the workplace.	3
Follow-up and planning department in the researched organization	All departments, senior and middle managers, must provide advice and guidance to employees to find appropriate solutions to all problems facing the organization.	It has been shown that there is a strong correlation between sustainable human resource management and diplomacy in the workplace, as this indicates that the more an organization is interested in sustainable human resource management, this will lead to an enhancement of diplomacy in the workplace.	4
Senior management departments and their divisions	Organizations must avoid all routine work and reduce it, which provides transparency, justice, and clarity, reduces time, effort, and cost, and thus increases profitability, which aims to increase interest in and preserve the sustainable human resource.	There is a significant impact of sustainable human resources management on diplomacy in the workplace, which indicates that enhancing diplomacy in the workplace in the organization under study depends on the extent of employees' ability to adhere to the principles and dimensions of sustainable human resources management.	5

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